

**NORTH LONDON WASTE AUTHORITY**

**REPORT TITLE:** NORTH LONDON HEAT AND POWER PROJECT UPDATE AND REPORTS

**REPORT OF:** PROGRAMME DIRECTOR

**FOR SUBMISSION TO:** AUTHORITY MEETING

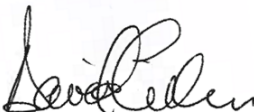
**DATE:** 24 SEPTEMBER 2020

**SUMMARY OF REPORT:**

This report provides the Authority Meeting with an update on progress of the North London Heat and Power Project (NLHPP).

**RECOMMENDATIONS:**

The Authority is recommended to note the contents of the report.

**SIGNED:**  ..... Programme Director

**DATE:** 14 September 2020

## **1. INTRODUCTION AND PURPOSE**

- 1.1. The North London Heat and Power Project (NLHPP) is the programme of works authorised by Development Consent Order (DCO) granted in February 2017 through which the existing energy from waste (EfW) plant at the Edmonton EcoPark will be replaced with a new Energy Recovery Facility (ERF). The programme of works includes provision of a Resource Recovery Facility (RRF) for reception and transfer of waste incorporating a public Reuse and Recycling Centre, and EcoPark House (EPH), a visitor centre which will be used to provide community / education space and back up office space. In preparing for and carrying out the works in the NLHPP programme, the management team is working closely with LondonEnergy Ltd (LEL) the operators of the EcoPark and the current EfW plant.
- 1.2. This status report provides Members with an update on progress of the NLHPP. This progress dashboard in Appendix A reflects the status of the programme on the 31 July 2020, the end of the most recent reporting period. Where significant updates have occurred to this status since that date, an update has been included in the following sections.

## **2. PROGRAMME DIRECTOR'S SUMMARY**

### **Status Summary**

- 2.1. The NLHPP programme is on track to deliver to its cost and programme objectives as defined in the agreed programme baseline.
- 2.2. The programme continues to focus on two key initiatives to mitigate future delay risk to the programme:
  - 2.2.1. Relocation of the bulky waste handling activity on the EcoPark to allow early demolition of existing facilities to release the ERF footprint. The initiative will include construction of a Temporary Bulky Waste Facility and provision of off-site capacity.
  - 2.2.2. Redesign of the Sewer Diversion to deconflict the programme interface with the construction of the Energetik Energy Centre on the EcoPark. The project team and Energetik are developing an agreement relating to the cost and risk share in view of the combined sewer work being delivered under a single contract with Barhale, with the Authority as the Employer.
- 2.3. Due to the rescheduling of future work to maintain delivery of the programme to the required end-date, it is necessary to re-baseline the programme to be more representative of the future delivery sequence now adopted. This will enable more meaningful reporting of current progress going forward.
- 2.4. Of special note are the following achievements since the last report to Members;

- 2.4.1. Selection Questionnaires have been received from organisations expressing interest in the Engineer, Procure and Construct (EPC) contract for the ERF.
- 2.4.2. The EcoPark South Construction (EPSC) contract awarded to Vinci (trading as Taylor Woodrow) commenced mobilisation at the beginning of September.
- 2.4.3. The apprenticeship and on-site skills training programme has gathered pace with the creation of 9 local apprenticeships and training of 15 work-skills candidates in the last period.

#### **Programme Impact of COVID-19**

- 2.5. Construction work restarted in June, after the COVID-19 safety pause, with the remobilisation of resources and implementation of new working arrangements that complied with government guidelines and the Construction Leadership Council's latest Site Operating Procedures. The work is progressing well towards enabling the start of the EPSC contract on site in January 2021 as required in the programme baseline, although many more activities are now time critical path and there may need to be some restriction of access to the Laydown Area and Eastern Access in the first few weeks of 2020.
- 2.6. Since the restart of work, the adverse impact of the introduction of COVID-19-related safe working practices on ongoing construction progress has proven to not be significant. This reflects the nature of the current work being able to accommodate social distancing. In terms of efforts to recover time lost due to the safety pause in construction, the sewer diversion enabling works has been rescheduled in order to maintain the subsequent main sewer diversion works programme and accommodate delayed completion of the Temporary Transport Yard, giving higher confidence in the programme's ability to deliver to meet subsequent programme objectives.

#### **Project Progress Highlights**

- 2.7. The following items are notable successes from mid-August to mid-September.
  - 2.7.1. EcoPark South Construction – The contract award and execution has been completed on time and the project now welcomes Taylor Woodrow to the programme. The NLHPP project team are commencing onboarding activities with their counterparts and are considering options for co-located working that will enable collaboration during the first phase of the project (taking account of COVID-19 guidance).

- 2.7.2. DCO Discharge Submission – The latest submission has been made to London Borough (LB) Enfield to discharge requirements associated with the works on the Northern Area Clearance.
- 2.7.3. Gas Supply Contract Award – Cadent have now been contracted to deliver the design study for the incoming gas supply to the future ERF.
- 2.7.4. Construction – A key milestone was achieved with the installation of pre-cast bridge beams for the bridge that will form the new “Eastern Access” into the EcoPark.
- 2.7.5. ERF Procurement – Submissions of Selection Questionnaires have been received by 11 September deadline from organisations expressing interest in the EPC contract for the ERF. These are undergoing evaluation by the project team prior to potential down-selection and issue of the Invitation to Submit Detailed Solutions (ISDS) in October.
- 2.7.6. Apprenticeships - The increasing level of construction activity is enabling progress with the creation of new apprenticeships, namely:
  - 2.7.6.1. Buckingham (Contractor for Laydown Area) has recently appointed three apprentices who have started work on the project; one is a business administrator and two are engineering technicians.
  - 2.7.6.2. Taylor Woodrow (Contractor for EcoPark South Construction) has recently appointed five apprentices who are starting work on the project in September; three are engineering technicians and two are quantity surveyors.
  - 2.7.6.3. Ryder Levett Bucknall (Sub-consultant to Arup who are the Project and Programme Advisor) has appointed one apprentice who is starting work as a quantity surveyor and will join the project in September.
- 2.7.7. Workplace skills - Buckingham are currently providing workplace skills training to 12 local individuals in conjunction with College of Haringey, Enfield and North East London (CONEL). The training is supporting participants with their BTEC Level 1 Awards in Workskills and prepares them for work experience placements with Buckingham Group and potential employment in a range of job roles in the construction industry.
- 2.7.8. Asset Protection - The Geographic Information System (GIS) which creates a digital map of existing utility services and underground assets has been set up and successfully trailed by users from across the project. The confirmation of the location of services coming from the site investigation

work is now able to be captured and made available to all project participants through the GIS.

- 2.7.9. Project Controls – Programme Insight Manager (PIM) has been chosen as the tool for the PPM (Programme and Project Management) Data Hub, via tool supplier Asset Handling. Members authorised tool procurement via Governments Digital Services G-Cloud Framework, at the Authority Meeting on 25 June 2020. Contractual discussions are underway prior to contract being awarded.

### **Key Focus of Activity**

- 2.8. The following are receiving particular attention at this time:

#### **Northern Area Clearance and Temporary Bulky Waste Facility**

- 2.8.1. As discussed in previous reports to members, a critical interface for successful delivery of the ERF is the clearance of the asset's site footprint (known as the Northern Area Clearance project). The assets in the area to be demolished are the redundant in-vessel composting (IVC), incinerator bottom ash (IBA) processing, the bulky waste and fuel preparation (BWFP) facilities.
- 2.8.2. The removal of the first two of these is being delivered by the demolition contract which has recently been tendered, and are not on the critical path for the ERF. The BWFP however houses critical LEL operations which cannot be relocated until the new RRF building is completed.
- 2.8.3. The team have now completed a feasibility study into the construction of a temporary facility to accommodate the BWFP operations, that would allow earlier access to decommission and demolish the existing BWFP facility.
- 2.8.4. The feasibility study, which was developed in collaboration with LEL, has concluded that this temporary facility is a viable option. However, the study recommends a number of actions that now need to be taken to develop the detailed requirements for the facility which will then inform the design, scope of works, cost and schedule for delivery. The most significant action is to assess and understand the impact of the Seneca facility being made available for operational processing of waste streams, as this could reduce the level of operational requirements on the temporary facility.
- 2.8.5. The programme director has accepted the study's recommendations and instructed the team to progress with the key actions. Upon completion of these, a decision will be made on whether to adapt the project's delivery

strategy and to proceed with the construction of a temporary BWFP facility.

- 2.8.6. Should the decision to proceed be proposed, a recommendation to delegate the procurement, award and management of the construction contract will be brought to Members. This would likely be in December, and in the meantime Members will be kept updated on progress through this regular update report.

### **Heat Supply to Meridian Water (Lee Valley Heat Network/Energetik)**

- 2.8.7. Energetik (the trading name of Lee Valley Heat Network, a subsidiary company of LB Enfield) now has planning permission for its works to create a district heating energy centre at the south of the EcoPark, and, as previously reported, work has been carried out to facilitate the construction of the Energetik energy centre at the same time as the project works on the Resource Recovery Facility (RRF). This has been achieved by adjusting the design for rerouting the Chingford sewer diversion and relocating one of the three shafts to be constructed by Barhale. The revised design of the sewer diversion has been agreed in principle by all parties.

- 2.8.8. This proposal will be reported on to Members towards the end of 2020, prior to works commencing in early 2021. An agreement with Energetik and the Authority is being prepared and will be brought to Members for approval at the same time. The agreement will cover the agreed revised design and the allocation of cost and risk of the works.

## **3. PROJECT SUMMARY**

- 3.1. The table below summarises the situation as reported and reviewed at the end of July

<b>Project</b>	<b>Progress in Period (August)</b>	<b>Activities Next Period (September)</b>	<b>Key focus</b>	<b>Next Milestones</b>
<b>E1a2 (Laydown Area West and Eastern Access)</b>	Bridge beams for new Eastern Access into the EcoPark installed.	Offsite manufacture of Welfare offices. Eastern road construction	Welfare offices design and manufacture	Completion of work in February 2021
<b>E1b (Northern Access)</b>	Sheet piling completed On site skills training given	Utility connections and diversions	UKPN works required.	Handover for operation - Dec 2020

<b>E2a (Transport Yard relocation)</b>	Construction as planned with arrival of workshop and drainage	Completion of works and hand over for operation.	Preparation for safe handover	In service Sept 2020
<b>E2b (Sewer Diversion Enabling Works)</b>	Location of services and removal of LEL transport office	Investigate existing services in Manhole (MH) A location, construct temporary haul roads	Uncharted services identification and relocation solutions	Handover Manhole A site to Barhale in Sept 2020
<b>E2c (Sewer Diversion Main Works)</b>	Detailed sewer design. Schedule co-ordination with enabling works Develop alternative design to change MH C location	Make decision to move MH C to location C1 and agree impacts with contractor. Confirm start on site date	Implementing and instructing decision to relocate MHC	Commence site works in Sept 20.
<b>E3a (EcoPark South)</b>	Execution of construction contract with Taylor Woodrow. Started procurement of temporary weighbridges	Onboarding activities with Taylor Woodrow. Confirm odour abatement load	Establishing an accepted programme for the works.	Notice to Proceed to construction. Jan 21.
<b>E3b (Northern Area Clearance)</b>	Completion of feasibility study into temporary facility on site	Start procurement of demolition (west) Continue with ground investigation to reduce future risks	Complete feasibility study recommended actions to define scope of temporary facility and inform decision.	Award of contract for demolition. Dec 21.
<b>E4 (Utility Corridor &amp; Main Distribution Network Operator (DNO) connections)</b>	Design contract signed with Cadent for gas incomer. Power cable from Substation laid to project boundary Design and planning implementation of civils work along western road	Detailed design of gas incomer	Review of all site wide utilities work including temporary connections to identify any remaining work packages and supply contracts	Award main gas incomer works in 2021
<b>E7 Energy Recovery Facility (ERF)</b>	Preparation for evaluation of SQ returns and for prompt issue of	Return of bidders SQ submissions and their	Planning for competitive dialogue	Invitation to submit detailed

	ISDS documentation	assessment.	procurement and implementing earlier procurement completion plan.	solutions October 2020
<b>E8 (Efw demolition &amp; decommissioning)</b>	None	None	None	Project Delivery Plan to be developed in 2021
<b>E9 (Southern Access widening)</b>	None	None	None	Project Delivery Plan to be developed in 2021

#### 4. SCHEDULE SUMMARY

- 4.1. The programme remains on track to deliver all works in line with the baseline and in particular to complete take-over of the ERF as planned.
- 4.2. In recent months, the impact of COVID-19 and the occurrence of some anticipated risks has led to a need to re-sequence some activities within the enabling works projects. Positive collaboration between the NLHPP team, contractors and LEL's operations team has successfully allowed this resequencing to take place and the revised works are now being actively managed on site.
- 4.3. This has led to a misalignment with the schedule baseline – which translates as deviations in our schedule forecast, as shown in the Schedule Dashboard in Appendix A. The baseline is therefore currently being updated to reflect the revised order of events and milestones dates, which will remove these deviations.
- 4.4. One other deviation to the baseline programme is the completion of the EcoPark South works, which will deliver the operational commencement of the new RRF asset. This is shown as forecasting six weeks behind baseline, and this reflects the complex interface with the sewer diversion works underneath the RRF footprint.
- 4.5. Two areas of focus to mitigate this are the realignment of the sewer diversion (and supporting agreement with Energetik, discussed above) and engagement with the newly appointed contractor Taylor Woodrow (TW) during their phase 1 works to examine opportunities to recover this time. TW's first programme for acceptance is being developed collaboratively with the NLHPP team and should be submitted for acceptance towards the end of September.



## 5. RISK SUMMARY

- 5.1. Risk Management activity has continued with project level risk reviews focussing on identification and change. Specific workstreams have progressed with a focus on schedule risk to the ERF programme and quantifying client risks remaining following contract award for the EcoPark South contract.
- 5.2. Overall, two risks were raised during the period and ten closed. The two risks raised relate to additional third-party works by Openreach required on E2a Transport Yard and the potential for delay to on E1A2 Laydown West works due to ground contamination. Considering closed risks, seven pertain to enabling works and relate to design completion, achievement of access dates, ground and piling constraints. These risks have been closed following completion of associated works.
- 5.3. The following risks continue to be the key “proximity” risks, i.e. they will either occur or require significant mitigating actions in the next 6 months. The table below provides a detailed update on actions against each “proximity” risk.

<p><b>Risk description:</b> Work on site conflicts with unforeseen underground services and/or assets that have the potential to cause harm/damage and/or disruption to people or operations of waste management and construction.</p>	<p><b>Mitigation update:</b> Continued development on information base of underground services and their condition through non-intrusive and intrusive surveys. Development of the GIS model to record and access information in a live environment is being trialled.</p>
<p><b>Risk description:</b> Interim/temporary conditions (e.g. road diversions, temporary weighbridges etc) required to maintain LEL operations during EcoPark South Construction may not be in place pre-contract start. This will result in a delay to the Contractor.</p>	<p><b>Mitigation update:</b> Close management of preceding works contracts. Continue delivery of Weighbridge procurement and build to meet EPSC schedule. Ongoing engagement with the EcoPark South contractor during the first stage of the contract.</p>
<p><b>Risk description:</b> Project delivery / construction works may impact operational activity beyond planned scenarios due to unforeseen events.</p>	<p><b>Mitigation update:</b> Continued development of GIS and site models incorporating phasing, project information and operator works to improve coordination and information available for decision making. Establish programme task force (including operator) to review the long-term issues with focus on advance planning and collaboration.</p>

## 6. COMMUNICATIONS

- 6.1. The report on project communications to the July Programme Committee meeting provided an outline for the Summer Communications Plan 2020 and this is continuing to be implemented.
- 6.2. The Energy Recovery Facility (ERF) procurement announcement was released on 10 July with an OJEU notice being issued to signal the start of the procurement process to contractors and trade press. Six stories were published by trade press maintaining positive news coverage and highlighting the project's benefits of job creation and sustainable waste management during July. Further press engagement, led by David Cullen as NLHPP Programme Director, resulted in a thought leadership article in ENDS Waste and Bioenergy about how projects like the NLHPP can help the UK accelerate towards net zero following a report by think-tank Policy Connect. In August, the announcement of contract award to the new EcoPark South Contractor, VINCI Construction UK Limited trading as Taylor Woodrow, was shared with local and trade press publications and resulted in seven positive stories across different trade publications.
- 6.3. Social media activity has continued to highlight the benefits of the project, and to show that it supports the Authority's aims of increasing recycling policy and reducing waste in the area. Specific areas of focus have been on the Resource Recovery Facility's benefits, highlighted in a series of 'Did you know?' posts, mythbusting facts on the NLHPP website, and sharing key facts about the apprentices on the NLHPP preparatory works contracts.
- 6.4. The communications team continue to respond to enquiries relating to the NLHPP. Following the deputations made at 25 June Authority Meeting, responses were issued and made available on NLWAs website in the scheme of publications here: <https://www.nlwa.gov.uk/ourauthority/scheme-of-publications>
- 6.5. Ongoing engagement with local Members of Parliament (MPs) has continued. A briefing note was issued to all north London MPs on 27 August to outline the benefits the project will offer their constituencies. The note provided an update on the current construction progress, developments within the NLHPP programme, and incorporated wider activity by officers in the Authority relating to Waste Prevention and Recycling. A copy of this briefing note is included in Appendix B.
- 6.6. Apprenticeship advertising was launched in July with a campaign called 'Build your future' to encourage local people to sign up for opportunities on the EcoPark South Contract. The campaign was extremely successful receiving 299 registrations of interest with a large majority coming from the boroughs closest to the EcoPark (Enfield, Haringey, and Waltham Forest). Social media activity related to the campaign resulted in 80 likes, 130 people clicking through to the NLHPP website and 9 new followers on NLHPPs Twitter account. The NLHPP website page about

the apprenticeship programme received 2,726 views. Further press activity to highlight apprentices that have already started on the project and the considerable benefits this adds to the local area will continue to be shared across September.

## **7. GOVERNANCE**

- 7.1. Borough engagement continued in the period, to ensure that Directors were up to date with evolving project plans. Formal meetings with Directors of Finance and Environment resume in September.

## **8. EQUALITIES IMPLICATIONS**

- 8.1. There are no impacts on equality to be noted arising from the content of this report.

## **9. COMMENTS OF THE LEGAL ADVISER**

- 9.1. The Legal Adviser has been consulted in the preparation of this report and comments have been incorporated.

## **10. COMMENTS OF THE FINANCIAL ADVISER**

- 10.1. The Financial Adviser has been consulted in the preparation of this report and comments have been incorporated.

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**APPENDIX A      DASHBOARD REPORT**



# Programme Committee 24<sup>th</sup> September 2020

Appendix A NLHPP – Dashboard Report





# Contents



Contents	#
Programme Summary	3
Project Health Check	4
Project Health Check - Key	5
Schedule Dashboard	6
Risk Dashboard	7
Health, Safety and Wellbeing Dashboard	8

**Please note that this dashboard report and project reports contained in Appendix A of the Programme Update (Part II) reflect the most recent period-end of 31/07/2020**



# Programme Summary (end of July reporting period)



Completed within previous period:	Look ahead for next period:
<ul style="list-style-type: none"> <li>• <b>ERF Tender</b> – A major milestone achieved with the publication of the OJEU notice and tender documents for the construction contract for the Energy Recovery Facility.</li> <li>• <b>EcoPark South Contract Award</b> - Member approval successfully received to enter into this contract.</li> <li>• <b>Construction</b> – Activities progressed well on site having fully re-established following the temporary cessation. At this stage no loss in productivity has been observed due to the use of enhanced working practices to mitigate the risk of COVID-19. Sheet piling of the northern access road has now completed.</li> <li>• <b>EDI</b> - Focus groups have commenced within the programme to improve understanding and respond to challenges in equality, diversity and inclusion.</li> <li>• <b>H&amp;S</b> – The new H&amp;S team are now fully in place and the transition is complete. The initial focus in support of the Safety First principle is improvements to safety observation and incident reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Northern Area Clearance</b> - Consideration of the completed feasibility study results and concluding the decision process.</li> <li>• <b>Energetik</b> – Agreed technical solution relating to the sewer interface between NLHPP and Energetik will be impact assessed and developed towards a baseline change to introduce this revised scope.</li> <li>• <b>GIS</b> – First development of a Geographical Information System which will initially host utility information and allow easy remote access to review and update information.</li> <li>• <b>IT developments</b> – A new IT forum will be established to lead the approval and development of digital opportunities in support of the programme.</li> <li>• <b>EcoPark South</b> – Contract Execution is expected in August.</li> <li>• <b>Lessons Learned</b> – A session will be held regarding the ERF procurement process, with the aim of improving working practices within the future stages of this procurement.</li> <li>• <b>Construction</b> – The new bridge for the Eastern Access into the EcoPark will be brought into place, delivering a key construction milestone.</li> </ul>
Not achieved in previous period:	Issues for resolution:
<ul style="list-style-type: none"> <li>• <b>Baseline schedule</b> – The update of the baseline to reflect the currently ERF delivery and construction timeframe has not been completed. This has been held while the feasibility study for the temporary bulky waste facility is reviewed – in order that these interfacing works can be brought into the baseline in an integrated fashion (subject to formal change approval).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Unchartered Services</b> - One incident on site occurred, with an unchartered service being struck and damaged. Working methods have been reviewed to reduce the risk of recurrence, while a rapid response service is being developed with LEL to manage any future incidents.</li> <li>• <b>DNO Engagement</b> – Particular concern has again been raised associated with project interfaces with UKPN and lack of timely response to planning necessary works. This has been escalated within NLHPP and UKPN teams.</li> </ul>



# Project Health Check



Project	Cost		Schedule		Risk		H&S		Overall	
	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend
Laydown Area (East) - E1a1	n/a		n/a		n/a		n/a		n/a	
Laydown Area (West) & Eastern Access - E1a2	●		●		●		●		●	
Northern Access - E1b	●		●		●		●		●	
Transport Yard - E2a	●		●		●		●		●	
Sewer Diversion (Enabling Works) - E2b	●		●		●		●		●	
Sewer Diversion (Main Works) - E2c	●		●		●		●		●	
EcoPark South – E3a	●		●		●		●		●	
Northern Area Clearance – E3b	●		●		●		●		●	
Utility Corridor and Main DNO connections - E4	●		●		●		●		●	
Energy Recovery Facility (ERF) - E7	●		●		●		●		●	
EfW demolition and decommissioning - E8	n/a		n/a		n/a		n/a		n/a	
Southern Access Widening - E9	n/a		n/a		n/a		n/a		n/a	

See next two slides for key to RAG status





# Project Health Check – Key (1 of 2)



Key	Cost	Schedule	Risk	Overall
●	Overall Project Cost FAC*: <ul style="list-style-type: none"> <li>Is below the Overall Project Cost Baseline by 10% or less.</li> </ul>	The project completion forecasted date (gate 5) is greater than 20 days prior to the baseline date.	Risks generally being closed, mitigation actions and related activities being addressed or progressed. "profile" of risk going down.	A project is assessed as green if its performance does not threaten the NLHPP's overall objective of bringing the new ERF into service at the end of 2025 or cause the NLHPP baseline budget of £1.13bn to be exceeded.
●	Overall Project Cost FAC*: <ul style="list-style-type: none"> <li>Exceeds the overall Project Cost Baseline by less than 15%, or</li> <li>Is below the Overall Project Cost Baseline by 10–20%.</li> </ul>	The project completion forecasted date (gate 5) is equal to or less than 20 days prior to the baseline date.	A mixed picture of new risks opening while others are closing. Some actions resolving, others stalled or delayed. Risk Profile remaining flat.	A project is assessed as amber if its current plans threaten the overall objective of bringing the new ERF into service at the end of 2025 or cause the NLHPP baseline budget of £1.13bn to be exceeded, but that mitigation plans are in place.
●	Overall Project Cost FAC*: <ul style="list-style-type: none"> <li>Exceeds the overall Project Cost Baseline by more than 15%, or</li> <li>Is below the Overall Project Cost Baseline by 20% or more.</li> </ul>	The project completion forecasted date (gate 5) is greater than the baseline date.	Increasing risk to the project – more risks opening than closed, mitigations and associated activities not progressing. Risk profile increasing.	A project is assessed as red if its current plans threaten the overall objective of bringing the new ERF into service at the end of 2025 or cause the NLHPP baseline budget of £1.13bn to be exceeded, but mitigation plans are either not in place or not yet finalised.

Key	Context
→	No material change in status between the current and previous period
↓	Adverse change in status between the current and previous period
↑	Positive change in status between the current and previous period

Projects with an overall Red status have been included in the deep-dive section of the Part II report.



# Project Health Check – Key (2 of 2)



Key	Health and Safety			
	Leading Indicators	Lagging Indicators	COVID-19 Performance	Overall
●	Senior leadership engagement, Positive Behaviours and Safety Observations noted and recorded.	No recorded incidents, accidents or near misses. Any issues are outside the Project’s control.	Complete compliance with CLC SOPs and additional NLHPP suggestions. Visible promotion of excellent practice.	Project will receive a Green RAG if all three indicators are green.
●	Only normal scheduled HS&W advisor site visits and weekly HS&W Snapshots published.	Any recorded accident, lost time or otherwise, or occupational disease (including CV-19 )	Occasional failures to comply with CLC SOPs but are promptly remedied.	Project will receive an overall Amber RAG if one or more indicators are Amber.
●	None recorded	Any RIDDOR incident.	Consistent failures to comply with CLC Site Operating Procedures version 4	Project will receive a Red RAG if two or more indicators are Red

Key	Context
→	No material change in status between the current and previous period
↓	Adverse change in status between the current and previous period
↑	Positive change in status between the current and previous period



# Schedule Dashboard



Milestone (Critical)	Baseline Date	Forecast Date	Deviation to Baseline	Interface	Recovery Plan
Complete works to Hawley Road site (Temp long term LEL Transport Yard)	06-Jul-20	25-Sep-20	-12	Enables start of enabling works to Shaft A	The later completion in September has been accommodated by the earlier removal of the LEL transport office to allow Shaft A works to start on time.
Complete Laydown Area	11-Nov-20	10-Feb-21	-12	Enables new Eastern Access road to open to light traffic.	The critical activity driving the delay is manufacture of offices and welfare, which are in production off site. The EcoPark South contractor is working out of their own offices in Watford in the meantime.
Start Sewer Diversion Enabling Works to Shaft A Area on site	17-Jun-20	01-Sep-20	-11	Requires relocation of Transport Yard to Hawley Road	The September start date has been accepted and incorporated into the EcoPark South programme.
Complete Sewer Diversion Enabling Works	23-Oct-20	11-Feb-21	-15	Enables access to the Sewer Diversion Main Works contractor.	The sewer diversion and its enabling works activities have been rescheduled to work more concurrently to avoid impact on EcoPark South Construction
Start Sewer Diversion Main Works on site	23-Sep-20	23-Sep-20	0	Requires enabling works to Shaft A area to be completed	N/A
Start EcoPark South Works on site (with some restrictions)	25-Jan-21	25-Jan-21	0	Access to sewer shaft construction area not available until December 2021	
Complete Sewer Diversion work	27-Sep-21	27-Sep-21	0	Enables access to full EcoPark South work site	
Operational Commencement of RRF	26-Oct-22	07-Dec-22	-6	Enables transition of existing operations and commencement of Northern Area Clearance.	Following award of works to Taylor Woodrow, a detailed programme is due to be submitted in September which will be the basis for exploring with them how to achieve the baseline date.
Northern Area Clearance - Remediation Complete	31-Mar-23	15-May-23	-6	Enables the commencement of ERF construction works	Options have been identified to enable earlier access to operational areas to start demolition in time to achieve access dates required for start of ERF construction.
ERF – Commissioning – Take over (O&M engaged in operations)	19-Dec-25	19-Feb-26	-8	Requires construction to be complete.	A detailed review of the ERF construction, testing and commissioning has reset dates so that commercial operations will be able to commence in late 2025, enabling Take Over to happen later.
EfW – Laydown Area Re-	19-Jun-30	11-Sep-30	-12	Enables new Eastern Access road to open to	



# Risk Dashboard



## Risk Register Summary Statistics

Summary Statistics	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
In-period active risks	365	362	375	365	371	361
Risks raised in period	6	0	15	4	24	2
Risks closed in-period	3	3	2	14	19	12

## Risk count by RAG (score) categorisation

		Risk distribution (Probability x Impact)				
Probability	VH	5	9	6	2	1
	H	0	17	20	15	3
	M	15	23	29	27	17
	L	21	34	23	16	16
	VL	13	17	12	7	1
		VL	L	M	H	VH
		Impact				

## Key risks by impact

Project	Risk Event	Mitigation Control Plan
Programme Wide	Unforeseen presence and condition of underground services and assets in the EcoPark	1. Build up information base of underground services and their condition through non-intrusive and intrusive surveys. 2. Capture information in an easily accessible data base to be addressed by the NLHPP GIS model 3. Process for disseminating information quickly to contractors planning and doing the work.
E3b Northern Area Clearance (NAC)	If the EcoPark South works are delayed it will have a direct impact on NAC programme.	1) Finalise development of agreed NAC programme and evaluate alternative operational strategies to determine the feasibility of earlier access to the Northern Area.
E7 ERF	Supply of waste may be insufficient to complete Performance Guarantee Tests	1) Investigate strategies to balance inputs into the new plant and turn down operations of existing plant. 2) Evaluate impacts of seasonality with commissioning and new sources of waste.

## Key risks by proximity (next 12 months)

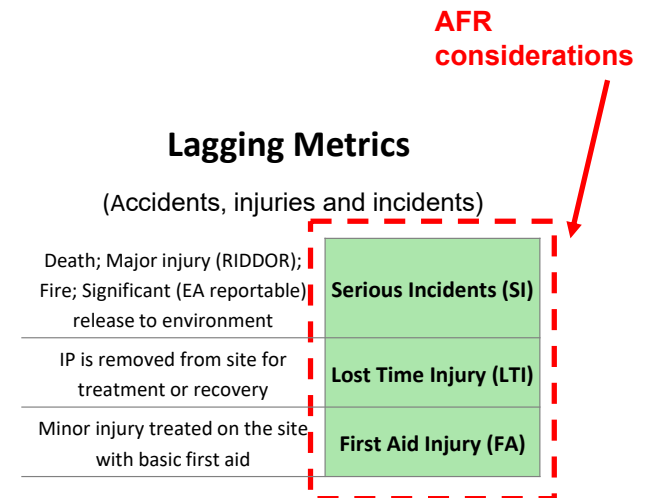
Project	Risk Event	Mitigation Control Plan
Programme Wide	Energetik may disrupt NLHPP works due to misalignments and conflicts in construction programme.	1) Close coordination to identify integrated technical solution that all parties can accept (evaluate new proposal) 2) Progress proposed technical solution on SDMW
E3a (EcoPark South Construction)	Enabling works to support operations during EPSC may not be completed in time for construction start on site.	1) Agree programme to design, procure and construct EPSC enabling works pre-contract start on site.
E3a (EcoPark South Construction)	Scope for southern site utilities is immature at current and may change	1) Trial pits to be completed in order to validate utility model and communicate new information to Contractor. 2) Acceptable approach to manage risk to be agreed and detailed through Negotiation phase of Procurement



# Health, Safety & Wellbeing Dashboard (1 of 5)



Terminology	Definition	Further Explanation
<b>Leading Metrics</b>	Actions that help to prevent accidents, injuries and incidents	The Health & Safety Executive's (HSE) and others' research has shown that increasing awareness and noting of both good and bad health, safety and wellbeing issues by <u>any and all of</u> the workforce (leading indicators) has shown a significant effect on the reduction in lost time accidents and other untoward events (lagging indicators).
<b>Lagging Metrics</b>	Accidents, injuries and incidents	
<b>Accident Frequency Rate (AFR)</b>	$\left[ \frac{\text{Number of injuries in the period}}{\text{Total hours worked during the period}} \right] \times 1,000,000$ <p>i.e. the number of injuries per million hours worked.</p>	The AFR takes into account the first 3 lagging metrics: Serious Incident (SI), Lost Time Injury (LTI) and First Aid Injury (FA), as highlighted in an exert from the Lagging Metrics table.





# Health, Safety & Wellbeing Dashboard (2 of 5)



Leading Metrics	Period July 2020							Period June 2020	Total to Date**
	E1A2	E1B	E2A	E2B	PCE*	E4A	Total		
Any action or suggestion, idea, behaviour that is 'above and beyond' compliance	0	0	0	2	0	1	3	16	108
Anything volunteered and not resulting from a formal assessment or audit. Positive or negative.	0	4	6	1	0	0	11	9	72
Site visits by Senior Leadership	1	1	1	1	0	1	5	1	6
Weekly site inspection visits by H&S advisors	4	4	4	4	0	2	18	23	76

	Period July 2020	Period June 2020	Total to Date
Health, Safety and Wellbeing Alerts	6	6	27

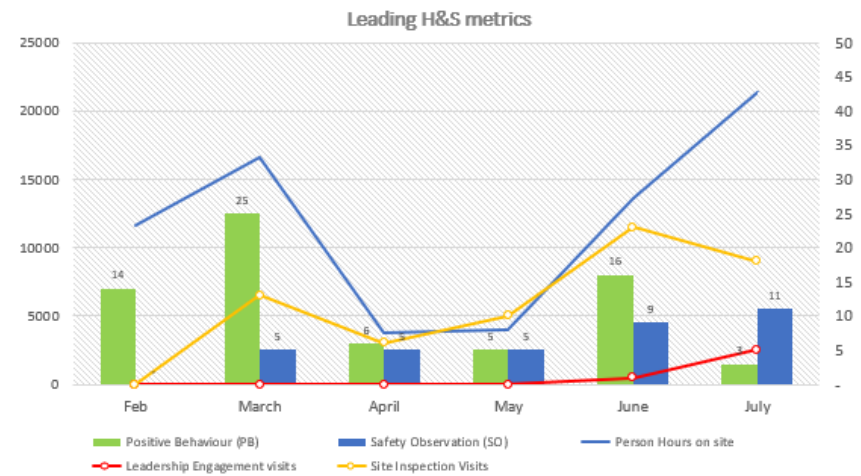


Figure represents the total hours worked on site against leading H&S metrics for each reporting period

HS&W Snapshot	Date Issued
Buried Services	2nd July
Social distancing on site	3rd July
Expectations when returning to work (COVID guidance)	10th July
Buried services - good practice	17th July
The importance of site security	24th July
Introducing our new Health, Safety and Wellbeing team	24th July

\*Total to date: from April 2019 to the end of the reporting period, \*\*\*Construction Leadership Council Site Operating Procedures



# Health, Safety & Wellbeing Dashboard (3 of 5)



Lagging Metrics	Period July 2020							Period June 2020	Total to Date**
	E1A2	E1B	E2A	E2B	PCE*	E4A	Total		
Death; Major injury (RIDDOR); Fire; Significant (EA reportable) release to environment	0	0	0	0	0	0	0	0	0
IP is removed from site for treatment or recovery	0	0	0	0	0	0	0	0	1
Minor injury treated on the site with basic first aid	0	0	0	0	0	0	0	0	17
An event not causing harm, but has the potential to cause injury or ill health	1	0	1	3	0	0	5	7	26
As RIDDOR	0	0	0	0	0	0	0	0	4
Something outside Project control that causes us to take action e.g. nearby fire, flood, site protest, UXB	0	1	0	0	0	0	1	1	36
A set of conditions or circumstances that have the potential to cause injury or ill health, including poor procedures	5	6	5	5	0	3	24	19	115
Abuse, physical threats or actions short of violence	0	0	0	0	0	0	0	0	0

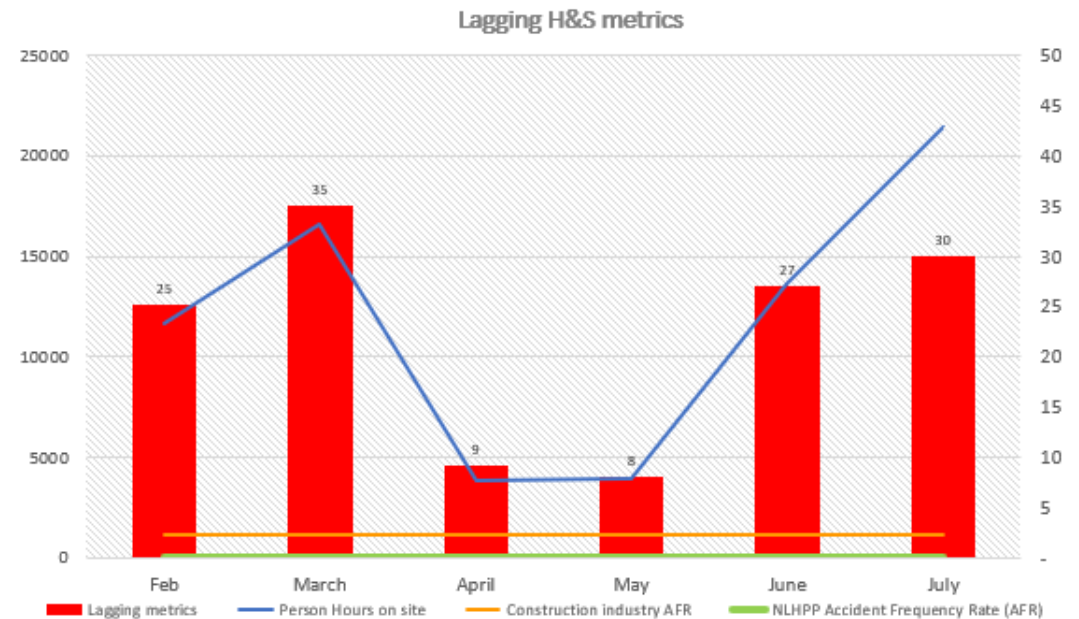


Figure represents the total hours worked on site against lagging H&S metrics for each reporting period and the NLHPP Accident Frequency Rate (AFR) comparing to the Construction industry AFR

\*Total to date: from April 2019 to the end of the reporting period



# Health, Safety & Wellbeing Dashboard (4 of 5)



## Accident Frequency Rate (AFR<sup>\*\*</sup>)

AFR for Reporting Period

NLHPP

0.00

Construction Industry

2.32

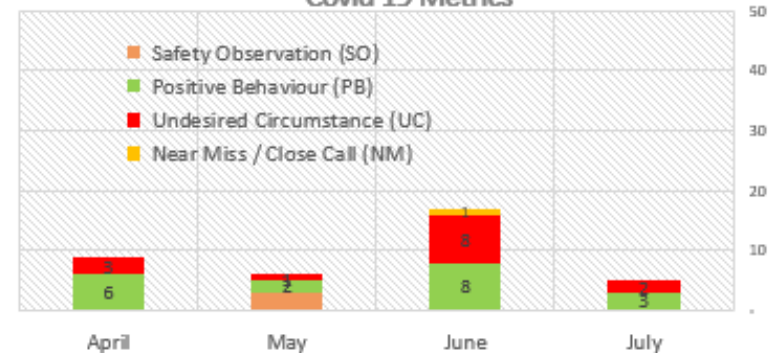
<sup>\*\*</sup> The Accident Frequency rate enables comparison of accident rates against hours worked rather than the number of accidents. The calculation is (number of accidents) / (number of hours worked on site) x 100 000. Thus, a project with 1 million hours worked and 3 LTIs would have an AFR of 0.3. The values shown above represent the AFR corresponding to the reporting period.

## COVID-19 RELATED (according to CLC SOP<sup>\*\*\*\*</sup>)

Incidents/Observations related to COVID-19 (positive, negative or observations)—already accounted for in the above incident reporting categories

	Period June 2020							Period June 2020	Total to Date <sup>**</sup> *
	E1A2	E1B	E2A	E2B	PCE*	E4A	Total		
COVID-19 related	0	1 PB, 2 UC	1 PB	1PB	0	0	5	17	56

## Covid 19 Metrics



This figure represents the COVID-19 related metrics for each reporting period

\*Total to date: from April 2019 to the end of the reporting period, \*\*\*\*Construction Leadership Council Site Operating Procedures





# Health, Safety & Wellbeing Dashboard (5 of 5)



Examples of the identified key incidents on site, including those deemed of particular note by the Health and Safety Team for May, have been tabulated along with their respective response actions.

Site	Key Incidents on Site	Response/Action
E1A2 - Laydown West	Richmond excavator operating without banksman and blind to pedestrian route gate behind counterweight.	Brought to the attention of BGCL, to ensure that banksman directs plant movements especially near pedestrian routes.
	Fences need to be monitored and secured to better standard at two points on Lee Parkway works	Fence around Japanese knotweed area unsecured and untidy . Fences at Enfield ditch where excavation and bridge abutment works were incomplete and unsecured. Issue dealt with during visit, but this should be under continuous review.
E1B - Northern Access	Operative in open unsupported trench (confirmation of safety not yet received from TW designer)	Operative removed immediately. Galldris to review how this came to happen
E2A - Transport Yard	Operative cutting rebar on ground , resulting in dust cloud. No mask being worn	Operative should have cut on supports to avoid cutting into concrete. This was dealt with immediately
	Some lapses in security or stability of edge protection fencing	Galldris to ensure that fences are linked together and on secure footing, and not too close to edges, as there were a few points where this was not the case
E2B - Sewer Diversion Enabling works	Excavations, by hand (as per RAMS), to a trench (600mm deep x 400 mm wide) for service ducts. At approximately 1040 hrs one of the Galldris groundworkers struck an unknown (uncharted) water mains with his shovel. 110 mm PVC pipe, encased in a thin layer of concrete (approx. 10 mm agg size). Pipe cracked and water proceeded to fill the trench. Approx water pressure - not more than 2 bar. All workers immediately cleared the area. No injuries. Area is directly outside of Wood NEC Site Supervisor's office so was noticed immediately.	LEL, Galldris, Wood and Arup Mgt on site. Immediate action was to call LEL and make safe (isolate water supply) to enable investigation and potential repair. Repair being dealt with by Galldris.  Call from NLWA Constr Mgr at 14:50 hrs to inform all works across SDEW to cease with immediate effect. PC to be instructed by NEC PM.  To be investigated by LEL, Galldris, NLWA and Wood. Investigations ongoing and excavations suspended until lessons learned
	Fire exit access from contractors portacabin rendered unusable by trench dug for uncharted water pipe (the one involved in the above incident)	Fire exit initially blocked for short time to permit digging, but since the incident occurred, the trench had been left open so that fire exit in Portacabin remained out of use. Galldris to backfill trench or build bridge over it to enable fire exit use. This was done on same day of request.
	Concrete delivery truck arrived on site without operating audible reverse signal . Vehicle was moved on to site with Galldris Banksman so operation was safe.	Driver was told by Galldris not to return to site with this vehicle until the audible signal is repaired
E4a - Site Wide	Undesired Circumstance (UC) noted in relation to further uncharted buried services and	Galldris responded by Brief of the operatives, how important it is every time we break the ground. Galldris proceeding with caution, particularly with concrete covered areas with undetermined services. Asbestos

**APPENDIX B      BRIEFING NOTE**

This briefing note has been prepared for **Members of Parliament in north London**. It provides the latest news about **North London Waste Authority (NLWA)** and **North London Heat and Power Project (NLHPP)**. For more information about the NLWA and NLHPP, please visit our websites and follow us on social media.

## Overview of NLWA and NLHPP

- **NLWA manages waste transportation and disposal on behalf of seven London boroughs in the north London area, serving over two million people.** We also manage the recycling collected by six of the seven boroughs. Our aim is to preserve resources and protect the environment today, and for future generations.
- **The NLHPP is NLWA's plan for a sustainable waste treatment and recycling hub at the Edmonton EcoPark.** Our Project is a major investment in safe, hygienic and efficient waste management infrastructure for north London. It will safeguard the essential waste services we provide our residents for another generation.
- We are building a **world-class Energy Recovery Facility (ERF)**, which will use non-recyclable waste to generate efficient, low-carbon heat and power for thousands of homes and businesses. **This includes the potential for district heating for 10,000 new homes at Meridian Water.** The ERF will be equipped with the most advanced emissions control technology, making it one of the safest and cleanest facilities of its type in the UK.
- We are building a **new Resource Recovery Facility with capacity to manage 135,000 tonnes of recyclable material every year, as well as the first ever public reuse and recycling centre at the EcoPark.** Our Project also includes a **new community centre for the circular economy, called EcoPark House**, where our residents will be able to learn more about the importance of recycling and reducing their waste.

## NLWA waste prevention updates



### Waste Prevention Community Fund

- As part of NLWA's pioneering waste reduction activity, we have established a **Waste Prevention Community Fund** to support community-based waste prevention initiatives across north London.
- **The £60,000 fund will support community groups to develop new and innovative approaches to reduce waste and/or boost the impact of existing waste prevention activities.** We have already provided vital support to many local groups across north London in previous funding rounds, and case studies are available online here.



### Borough Recycling Fund

- This summer, NLWA launched its **Borough Recycling Fund** in partnership with Biffa Waste Services Ltd, which makes **more than £75,000 available for recycling communications campaigns, outreach projects, and other initiatives** in NLWA's constituent boroughs.
- Boroughs can bid for funding for any project or activity that will **support an increase in the capture/recycling rate or help tackle contamination in mixed dry recyclables.** The fund is being introduced following the start of a new contract for materials recovery facility services between NLWA and Biffa.

# NLHPP delivery progress



Construction works to open up the eastern side of the EcoPark, linking to the Laydown Area

- **A major landmark has been reached in the delivery of new recycling facilities at the EcoPark.** UK-based construction firm Taylor Woodrow have been selected to build the new facilities, following a competitive bidding process. Work is scheduled to start on site in early 2021. **This first phase of the project will provide 20 apprenticeships, with nine starting this September.** This is part of **at least 100 apprenticeships and 225 on-site skills training opportunities** during construction.
- **Construction enabling works are moving ahead at pace.** Enfield-based contractor Galldris Construction Services is building a new vehicle entrance in the north of the site to improve traffic flows to the EcoPark. This month, Buckingham Group completed major works to open up the eastern side of the EcoPark, linking it to the Laydown Area to the east of the River Lea, which is being used to store and prepare construction materials. Beams were lifted and installed to support a new bridge which will be the main entry point to the EcoPark from the east.
- In September, highly specialised engineering works will begin to **divert the Angel and Chingford sewer pipes beneath the EcoPark**, in order to pave the way for the construction of the new recycling facilities.
- Our construction sites and contractors continue to **follow the latest social distancing and safety guidance set by Public Health England and the Construction Leadership Council to ensure the health and safety of our workforce.**

## Apprenticeship and on-site training programmes

- **The NLHPP programme will provide at least 100 apprentices in key STEM subjects,** including engineering and construction.
- **The first NLHPP apprentice, Florentia Theori, started earlier this year working for Galldris as part of a 12-month programme, in partnership with Enfield College.** Florentia is working towards her Level 3 Diploma in Business Administration and is developing skills in finance and accounting.
- **Three more apprentices started this month** working with contractor Buckingham on the Laydown Area, in roles covering civil engineering, construction site supervision and business administration.
- **In July, we accelerated the recruitment process for the first major intake of apprenticeships.** We advertised the roles prior to appointing a contractor, to ensure the apprentices are able to start this September in line with further education calendar. The roles include construction and electrical and civil engineering.
- **This month we kick started the on-site skills training programme,** with the first trainee undertaking their training with Galldris. The trainee shadowed a site supervisor, used excavating equipment, and learned about health and safety.



NLHPP apprentice, Florentia Theori with Councillor Clyde Loakes, Chair of the NLWA